Lean Process Improvement
Senate Appropriations Subcommittee on DHS
November 12, 2013

Dr. Shannon Flumerfelt, Lean Consultant
Charactership Lean Publishing and Consulting Inc.
Lean Process Improvement

- Regarded as THE BEST practice for organizational development and performance

- Involves improving paradigms and processes interdependently and systematically
Lean Process Improvement

Understanding Current State

Engaging Agitation & Facilitation

Targeting Future State
Understanding the Current State

Tapping the Potential in the DHS Employee Pool

Developing shared vision, collaboration, respect for people

Developing focus, continuous improvement, quality assurance

Five Lean Tools
Engaging Sources of Agitation & Transition

**Initiating Strategy:**
Boilerplate 1207 FY 2013
DHS Leadership Commitment
- Method Specified
- Outcome Specified

**Interim Strategy:**
Lean Rapid Improvement Event
17 Focused Pilots
- Root Cause Analyses
- Collaboration

**Capstone Strategy:**
Three Major Lean Initiatives
Systemic, Interdependent, Phased Work
- 5s: Sort, Set, Shine, Standardize, Sustain
- Kaizen
Targeting the Future State: 15-Day SOP Reduction for MA Disability

- **Improving Front End Processing Quality**
  - Reduction of MRT case deferrals from 32% to 5%
  - Improve MRT case quality from 2.1 to 4.0

- **Improving Internal MRT Processes**
  - Reduction of internal SOP from 60 to 10 days and backlog from 5800 to 1500
  - Improve MRT internal quality through standards management

- **Streamlining MRT into DDS**
  - Reduction of overall SOP from 138 to 75 days
  - Reduction of medical expenses and exceptions from approximately $3 million annually to $1.5 million or less
MRT Specialization within Local DHS Offices
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Lisa Listman, Field Operations Administration
Department of Human Services
MRT Specialization within Local DHS Offices

- **Target Condition**
  - Improve front end processing quality based on shared quality standards from MRT so that deferrals are reduced to achieve a 15-day SOP reduction.

- **Pilot project**
  - At two local DHS offices, using current staffing resources, specializes the processing of Medical Assistance cases that require a determination of disability by MRT.

- **Pilot Offices**
  - Clinton County DHS – began August 1, 2013
  - Genesee – Clio Road District – began September 1, 2013
MRT Specialization within Local DHS Offices

- Clinton County – Since August 1, 2013

- 22 medical packets developed by the specialized worker have been sent to MRT – average processing time for the development of these packets is 24 days

- 11 medical packets developed by the specialized worker have been returned from MRT – average processing time for the determination by MRT is 35 days
MRT Specialization within Local DHS Offices

- Genesee County – Clio Road District - Since September 1, 2013
  - 42 medical packets developed by the specialized workers have been sent to MRT – average processing time for the development of these packets is 18 days
  - 11 medical packets developed by the specialized worker have been returned from MRT – average processing time for the determination by MRT is 31 days